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## **CERTIFICATE PROGRAM EXECUTIVE LEADERSHIP**

4-course certificate series from Cornell University's  
Johnson Graduate School of Management and School of Hotel Administration

LSM502 **Strategic Thinking**

LSM503 **Scenario Planning**

LSM506 **Executive Decision Making**

LSM507 **Leading Through Creativity**



## Course Experience—Program Quality

eCORNELL

### Course Experience — How it Works

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:



Learning experiences that target individual competencies and skills



Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose



Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor



Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations



New skill development through interactive assessments and simulations

### Program Quality Drives Motivation & Results

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.



Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.



Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.



In the end, 95% of students would recommend to their peers that they take an eCornell course.



# Certificate Executive Leadership



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## OVERVIEW

In an economy governed by uncertainty, increasing competitive threats, and expanding global opportunities, Executive Leadership provides leaders with the skills necessary to differentiate their organization from their competitors, evaluate strategic options, and foster a culture of innovation and creativity.

The four-course series has its roots in the Executive Education programs at Cornell's Johnson Graduate School of Management and the School of Hotel Administration. The course content has been honed through the authoring faculty's experience with major corporate clients and develops the skills critical to effective corporate leadership: the ability to think and plan strategically, make good decisions, and innovate.

In this series, participants develop an industry assessment analysis using Porter's Five Forces model, create a competitive analysis of their firm, apply the scenario-planning process to their industry and organization, identify trend indicators to monitor, and outline key success factors and core competencies specific to their industry. In addition, they practice the following skills:

- Critically evaluating information
- Assessing the environmental factors that shape a company's actions and options
- Generating new ideas for innovation in their organization
- Using both informal and formal mathematical methods for optimizing decision making

## Component Courses

Executive Leadership comprises the following four courses totaling 24 hours of learning:

- LSM502 **Strategic Thinking**
- LSM503 **Scenario Planning**
- LSM506 **Executive Decision Making**
- LSM507 **Leading Through Creativity**

With the exception of Strategic Thinking and Scenario Planning, which must be taken in sequence, students can take the courses in any order and in any timeframe.

## Target Audience

This certificate series is appropriate to managers at all levels of the organization, as well as directors and company officers who are responsible for making their organization a leader in its industry.

## Accreditation

Participants who successfully complete the four courses in the series receive an Executive Leadership Certificate from Cornell University's Johnson Graduate School of Management and School of Hotel Administration.



## Course Overview

Strategic thinking is defined as both a way of looking at the world—particularly at challenging situations—and as a way of applying a set of techniques for framing and solving problems. It takes different forms in different situations, and certain levels of strategic thinking are more efficient for various industries and corporate cultures. In this course, participants learn the four basic levels of strategic thinking under which an organization can operate, and the circumstances under which an organization must shift to a higher strategic level. At the completion of the course, participants will be able to prepare a competitive analysis of an organization, with recommendations for strategic development based on an industry analysis and an understanding of the organization's history, culture, and current operations.

## Target Audience

This course is essential for all levels of managers, directors, and company officers who are responsible for making their organization a leader in its industry.

## Organizational Outcomes

Participants who complete this course will be able to:

- Identify different levels of strategic thinking and determine which is optimal for their organization
- Determine the factors that influence organizations to change their level of strategic thinking
- Determine the core competencies and key success factors in an industry
- Apply the concept of strategic intent and evaluate its appropriateness in a specific organization or industry
- Prepare a competitive analysis of an organization

## Course Benefits

In this course, participants will learn about:

- Four levels of strategic thinking and how to determine which level is optimum for an organization
- Circumstances under which organizations change levels of strategic thinking
- Strategic analysis models for their own industry
- Core competencies and industry success factors applicable to their organization
- Competitive analysis preparation for their organization

## Certificate

This course is part of the following certificates:

- **Executive Leadership**, from Cornell University's Johnson Graduate School of Management, and School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

## Faculty Author

Michael J. Hostetler  
Director, Leadership Studies  
Johnson Graduate School of Management  
Cornell University



## Course Overview

The complexities of rapidly expanding technology and economic globalization make it necessary for organizations to develop tools for strategic analysis to ensure their ability to compete as an industry leader. Scenario planning is a powerful tool used by the most successful corporations for strategic analysis and decision making, enabling an organization to chart a course or optimize its resource allocation in complex situations when the future is uncertain. In this course, participants learn to evaluate an organization's strategic position, competencies, and plans for expansion across a full range of potential future developments.

## Target Audience

This course is vital for senior management and other key leaders in the organization in virtually any industry as they face the responsibilities of guiding their organizations to success in uncertain times.

## Organizational Outcomes

Participants who complete this course will be able to:

- Assess whether scenario planning is right for their organization
- Collect and arrange the data necessary for planning a scenario
- Organize an effective team for scenario planning
- Assess their organization's current competencies and develop robust strategies for multiple scenarios
- Develop early warning indicators to identify emerging scenarios
- Identify new competencies and courses of action that will give their organization the greatest strategic advantage

## Course Benefits

In this course, participants will learn about:

- The benefits and process of scenario planning
- Collecting data to identify and analyze trends and uncertainties
- Using acquired data to develop a successful scenario
- Determining core competencies and success factors in an organization
- Using scenario planning to determine future trends and create new competencies
- Designing and implementing a scenario-based analysis of their company and industry

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## Faculty Author

Michael J. Hostetler  
Director, Leadership Studies  
Johnson Graduate School of Management  
Cornell University



## Course Overview

In today's competitive business climate, it is imperative that executives know how to make key decisions quickly and decisively. Strategic decisions often entail considerable risks and can have long-range implications for the organization. In this course, participants will learn how to apply formal decision-making processes in order to reduce risk and choose the best course of action for their organization. They will learn methods and techniques for making critical decisions in a challenging environment with limited time and resources. This course focuses on how to maximize available assets, identify risks and obstacles, and gather the necessary data for an informed decision-making process.

## Target Audience

This course is a priority for executives, managers, and team leaders responsible for their organizations' strategic and operational decisions.

## Organizational Outcomes

Participants who complete this course will be able to:

- Gather crucial data and resources to inform the decision-making process
- Identify appropriate situations for involving others in a decision-making process
- Ascertain risks, uncertainties, and ambiguities in an executive decision-making environment
- Overcome organizational factors that complicate decision making
- Apply formal methods such as decision trees and Bayesian analysis to arrive at appropriate decisions

## Course Benefits

In this course, participants learn about:

- Obstacles and limitations in the executive decision-making process
- Variables that affect the quality and effectiveness of decisions
- Data and resources necessary to inform the decision-making process
- Framework of strategic decision making
- Formal methods of executive decision making

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## Faculty Author

Judi W. Brownell, Ph.D.  
Professor  
School of Hotel Administration  
Cornell University





## Course Overview

Organizations that understand the creative process and foster this with employees find themselves at the top of their industry. They know how to harness the creative power of their workforce to develop new products and services. The creative process that leads to this type of innovation is often veiled in mystery and the misconception that one must be gifted to be creative. Creativity, however, is as much a matter of technique as intelligence. In this course, participants will learn a series of individual and group techniques designed to cultivate organizational creativity and the development of new ideas. Participants will learn to enhance their capacity for creative thought and will be able to use their abilities to develop their organization's ability to be innovative, resulting in increased market share and profit.

## Target Audience

This course is critical for executives, managers, and team leaders who are responsible for the growth and development of their organization. It is also crucial for any professionals who want to develop and enhance their own creative thought process.

## Organizational Outcomes

Participants who complete this course will be able to:

- Greatly expand their own capacity for creative thought
- Foster creativity throughout a department or organization
- Utilize techniques for developing creative approaches to business challenges
- Identify and overcome features in an organization that limit creative potential
- Recommend steps to foster creativity

## Course Benefits

In this course, participants will learn about:

- Individual and group techniques for generating new ideas
- Organizational and individual benefits gained from developing creative potential
- Creative development and tendencies that inform creative potential
- Creative approaches specifically targeted to business challenges
- Assessing creative development in individuals and groups
- Characteristics of creative organizations and how they can be applied to enhance productivity and profitability

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- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

## Faculty Author

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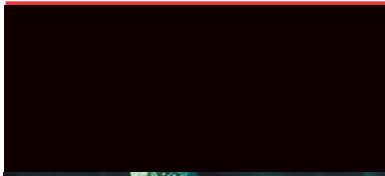
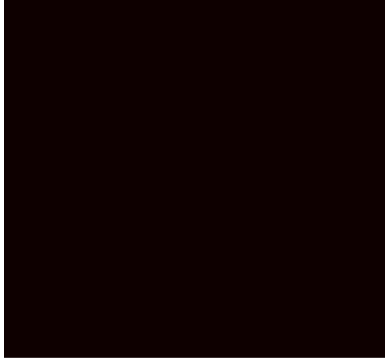
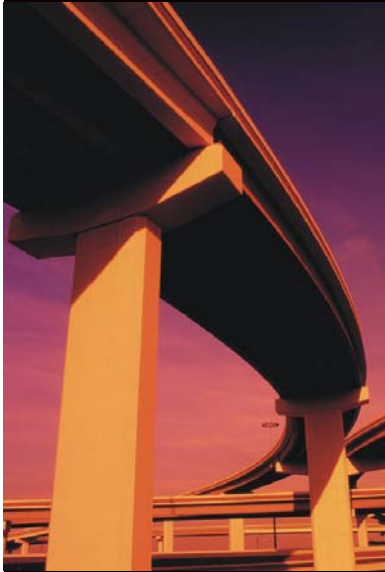
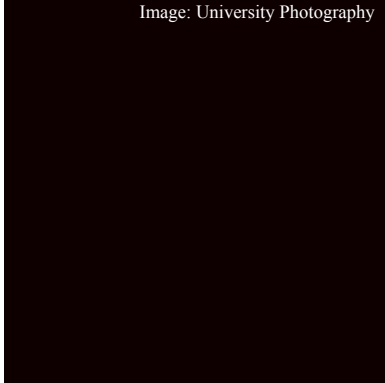


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